Defense Acquisition University

Knowledge Management Overview

IRS

22 May 2008

Supporting the Defense Acquisition Workforce through Knowledge Management

"Knowledge Is Power, but Knowledge Shared Is Power²"

The Challenge/Opportunity/DoD-DAU's Mission:

Supporting the Acquisition Workforce to Deliver Timely and Affordable Capabilities to the Warfighter

The Defense Acquisition Workforce:

126,000 Government and Military Certified Professionals

and

500,000 Contractor Support Personnel

Integrated Defense Acquisition, Technology, & Logistics Life Cycle Management Framework

Draft ver. 4.7. May 21, 2004

Three DOD Decision Support Systems Effective Interaction is Essential

The Milestone Decision Authority may authorize entry into the acquisition process at any point, consistent with phase specific entrance criteria and statutory requirements

This chart is a classroom aid for Defense Acquisition University students. It provides a notional illustration of the interfaces among the three major decision support systems used to develop, produce, and field a system for national defense. Defense acquisition is a complex process, with many more activities than shown here, and many concurrent processes that cannot be properly displayed on a two-dimensional chart. Supporting information is on the back of this chart. For more detailed information see the Acquisition, Technology & Logistics Knowledge Sharing System (http://akss.dau.mil).

Concept Refinement Phase — Refine initial concept. Develop Technology Development Strategy

Technology Development Phase — Reduce technology risk and determine appropriate set of technologies to integrate into a full system.

System Development & Demonstration Phase — Develop a system or increment of capability; reduce integration and manufacturing risk; ensure operational supportability; reduce logistics footprint; implement human systems integration; design for producibility; ensure affordability and protection of critical program information; and demonstrate system integration, interoperability, safety, and utility.

Production & Deployment Phase — Achieve operational capability that satisfies mission needs.

Operations & Support Phase — Execute a support program that meets operational support performance requirements and sustains the system in the most cost-effective manner over its total life cycle. Dispose of the system in the most cost-effective manner at the end of its useful life.

MS A | MS B | DRR | MS C | FRP DR

Decision Points/Milestones: CD | ICD | Draft CDD | CDD | CPD

Low-Rate Initial Production | Full-Rate Production/Deployment | Sustainment | Disposal

IOC | FOC

Validated and approved CDD and CPD for each increment of an evolutionary acquisition

Joint Capabilities Integration & Development System (need driven)

Initiate Evolutionary Acquisition Strategy

Evolutionary Acquisition Strategy

Increment II | Increment III

Oversight & Review

Contracting

Major Products

Logistics/Technical — Systems Engineering, Test & Evaluation, Supportability

The Challenge

DoD's Big "A"cquisition Systems and Processes

Cost $ — Cost Estimation Methods: Analogy | Parametric | Engineering | Actual Costs

Types of Funds: RDT&E – Advanced Technology Development | RDT&E – Adv Component Dev & Prototypes | RDT&E – Systems Development & Demonstration | RDT&E – Management & Support | Procurement | Operations & Maintenance

Appropriated Funds To Support Contracts

Planning, Programming, Budgeting, & Execution Process (biennial calendar driven)

On Year | Off Year

Military Departments & Defense Agencies | OSD & Joint Staff | White House

POM/Budget Formulation — PCP/BCP Prep (August)

POM/Budget Submit — PCP/BCP Submit (September - November)

SLRG Reviews | PDM(s) | ISSUES

Strategic Planning Guidance — Off Year Optional (October)

Joint Programming Guidance — Off Year Optional (April / May)

Joint Planning Document | National Military Strategy | National Security Strategy

Fiscal Guidance | FYDP updated

PBD Cycle (October - November) | Final PBDs (November) | MBI (December) | DoD Budget (January)

OMB | President's Budget to Congress (February (1st Monday))

DoD Testimony | DoD Appeals | Allocatio | Apportionment

Congress: Budget Committees | Authorization Committees | Appropriation Committees | Authorization/Appropriation Acts Passed (February - September)

The Acquisition Warrior

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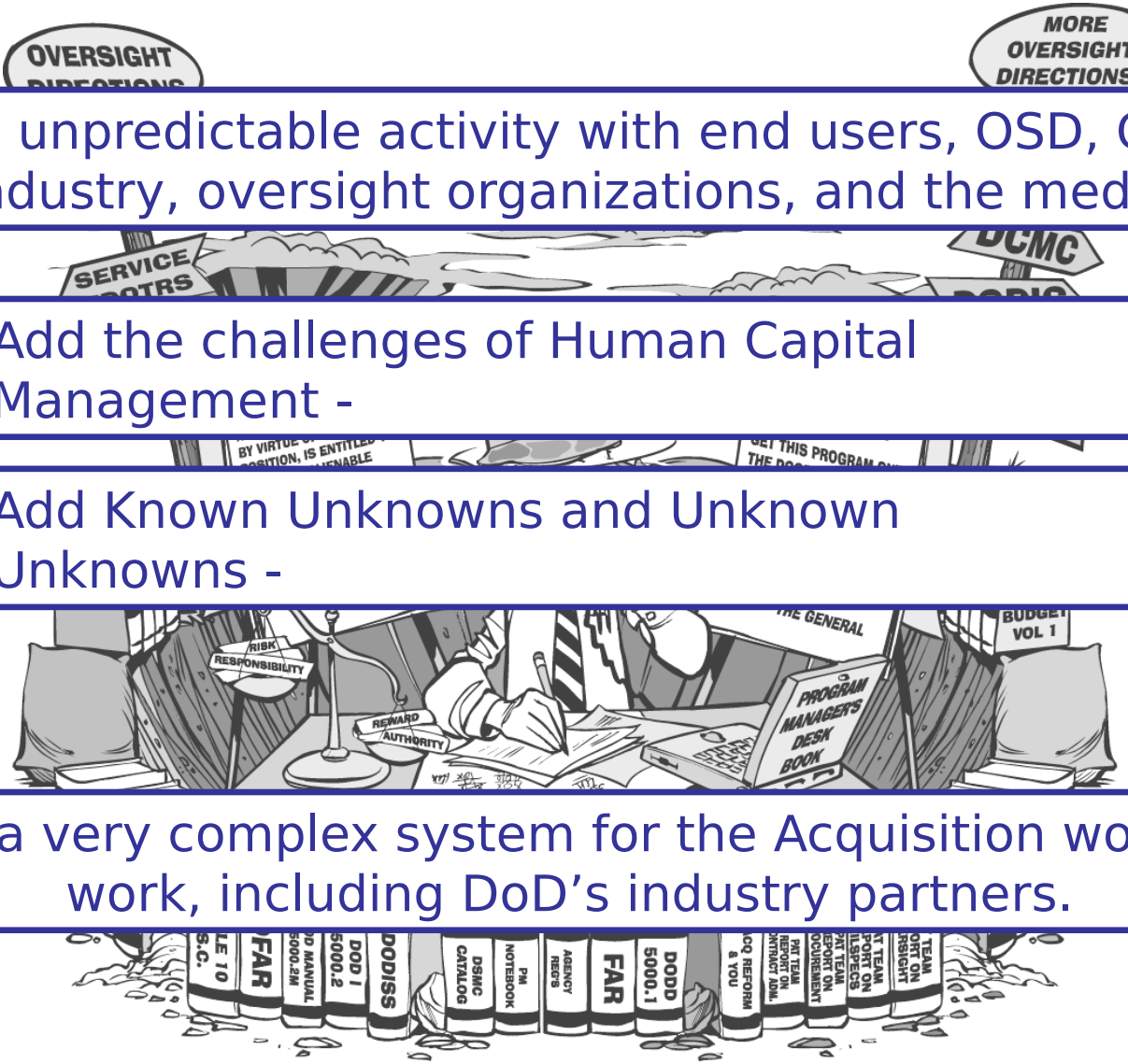
Add the unpredictable activity with end users, OSD, Congress, industry, oversight organizations, and the media -

Add the challenges of Human Capital Management -

Add Known Unknowns and Unknown Unknowns -



You get a very complex system for the Acquisition workforce to work, including DoD's industry partners.

KM/Organizational Learning Timeline

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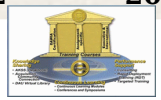
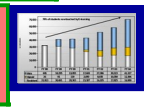
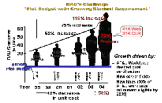
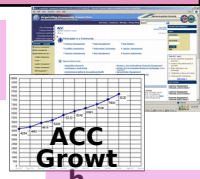
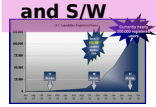
1996 1997 1998 1999 2000 2001 2002 2003 2004

Organizational Alignment, Strategy, People, Process

- Sep 98 DAU Transition Plan
- Frank Anderson appointed DAU President 31 Oct 00
-
- Performance Learning Model Introduced Jul 02
- 
- Feb 03 DAU awarded National Accreditation
- Cycles of Leadership
- Re-structure DSMC
- Established course workspaces
- Established KM Officer position
- Jan 02 - 3 KPO positions established
- Oct 02 Transition to Contribution-based evaluations (AcqDemo for NSPS)
- 01 DAU reorganized to five regions
- May 02 Instituted KM Contribution Factor for Faculty
- Nov 99 USD(AT&L) Directs KM RIT
- Jun 00 USD(AT&L) Directs KMS & CoPs
- V1 eLearning Roadmap published
- Jul 02 V2 eLearning Roadmap published
- 
- 

FY03 - 06 97% increase in contact hours above formal training (870K to 1.7M hours)

Products, Technology

- EPMC Extranet
- Feb 01 PM COP RIT w/OSD
- CoP Implementation Guide.
- 
- Oct 01 Launch PMCoP @PEO SYSCOM Conference.
- Mar 03 PMCoP transitions to DAU.
- ACC Growth
- Market Analysis 200 Products Evaluated.
- Jul 03 PMCoP changes to ACC "system"
- Expanded ACC Servers and S/W
- 
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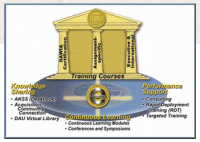
- Oct 02 Conversion to Tomoye Simplify product.
- Oct 04 Conversion to Simplify 4.1.
- Jun 01 1st CL modules go online
- FY02 33 CLMs online & 12K+ registered users
- FY03 54 CLMs online & 123K+ registered users
- FY04 70+ CLMs online & 200K+ registered users
- Jul 96 Deskbook goes online
- Aug 02 Deskbook transitions to DAU.
- AKSS V1.0
- AKSS V2.0
- AKSS V3.0
- Oct 04 DAG
- Jul 98 Virtual Campus LMS goes online
- May 2003 Java based and SCORM LMS upgrade ATLAS Pro
- LCMS Selection SumTotal

KM/Organizational Learning Timeline

Defense Acquisition University

2005 2006 2007 2008 2009

Organizational Alignment, Strategy, People, Process



Learning Asset Management Plan (LAMP) signed by FJA 19 Sep 06

AT&L Competency Models Development and Gap Analysis Tools

Core + AT&L Certification Model development & implementation

DAU identified as Director for Human Capital Initiatives for AT&L Workforce

Human Capital Strategic Plan Development (V3)

Jul 05 V3 Performance Learning Roadmap published

Engaged Learner Architecture (ELA) Model developed

LAMP IPT May 08

DAU Intranet Portal deployed (Mar 06) SS2003

DAU Intranet Portal Upgrade MOSS2007/Ecco 2.0

Products, Technology

PBL Toolkit Deployed Oct 05 First PPLT Prototype

PPLT Guide Published(Mar 07)

Defense ACQ Portal (DAP) Development (targeted Mar 09)

Add Web Parts/Services & Personalization

ACC - Ecco 2.0 transition (targeted Aug 08)

DARPA iLink Pilot

ACC search for scalable solution to grow beyond 20K.

ACC - Ecco transition complete 20 JUN 06.

CoP Guide Upddated (Oct 07)

Host new 5000 and DAG on ACC

IFC Major revision

New JCIDS on ACC and link to DAG

CoP Implementation Guide Updated Feb 05.

IFC deployed JUL 05

ACC Metrics in Datamart (June 07)

Con CoP to Con Portal (Oct 07)

All KM Metrics in Datamart (Sept 08)

BPCh Program Management transitions to DAU.

BPCh Concept Phase and Full Scale Development. V1.0 first phase deployed (Mar 08) with practice content for Systems Engineering (SE) and Software Acquisition Management (SAM)

V2.0 development Add Con, Log, PM

V3.0 development Add BCEFM, Reqts

ACQuipedia Concept

ACQuipedia Development V1.0

ACQuipedia Development V2.0

AAP metrics in Dashboard

AAP Upgrade (MOSS2007/LSS)

ACQuire Search Capability Deployed JUL 05

Video search study – Not affordable now finding

ACQuire developed for FAI

Advanced Search study – Focus on Video Search and personalized search

CLMs transition to Virtual Campus

LCMS Deployed

ELA development of LEADR(s) – Atlas, BlackBoard, Living Library, CRMS

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Supporting the Defense Acquisition Workforce through the DoD AT&L Knowledge Management System of Systems

Central Repository

AT&L Knowledge Sharing System
Your one stop source for AT&L information

- Home for Policies and References
- Defense Acquisition Guidebook
- AT&L Integrated Framework Chart (IFC)
- Ask A

https://akss.dau.mil

AKMS Info Site

https://acc.dau.mil/at&lkm

DoD & Industry Best Practices

Best Practices Clearinghouse
Connecting you to Government and Industry Best Practices

- Stand alone practices with evidence resource
- Integration with ACC CoPs for collaboration/input on best pra
- I arch ind

https://bpch.dau.mil

Integrated System of Systems

Enterprise Search System

AT&L ACQuire
A value added DAU Search Service for the AT&L workforce

- Stand-alone search for workforce
- Integrated search for AKSS, DAU Homepage, Intranet
- Searches open areas of ACC

https://acquire.dau.mil

Acquisition Community Connection
Where the AT&L Workforce Meets to Share Knowledge

Collaborative Tool Where the Workforce Contributes Knowledge and Interacts to Share "Know-How"

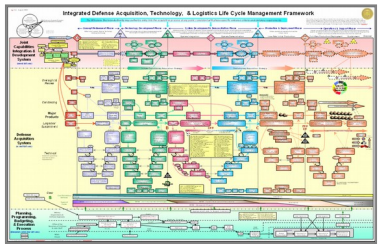
- Communities of Practice
- Special Interest Areas
- Limited Access Workspaces
- Workflow Learning Tools
- IFC Templates
- Defense Acquisition Guidebook FY-09
- We

https://acc.dau.mil

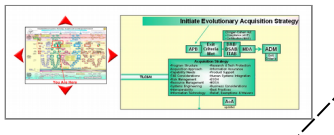
Process Performance & Learning Tools

Closing the "learning – doing" gap

Knowledge Gateway



AT&L Integrated Framework (master process flow)

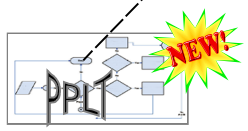


Chart/flow element *"Initiate Evolutionary Acquisition Strategy"*

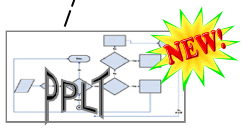
Knowledge Cross-

Mandatory Policy – Public Law and Regulatory
DoD I 5000.2 - Acquisition Strategy
Guidance – Defense Acquisition Guidebook
Defense Acquisition Guidebook Chapter 2.3 - System Acquisition: Acquisition Strategy
Defense Acquisition Guidebook Chapter 2.3.1. - Program Structure
Defense Acquisition Guidebook Chapter 2.3.19. - Additional Acquisition Strategy Topics
Defense Acquisition Guidebook Chapter 2.3.2. - Acquisition Approach
Defense Acquisition Guidebook Chapter 2.3.16.1.2. - Building Competition into Individual Acquisition Strategies
Defense Acquisition Guidebook Chapter 6.3.3.4 - Support Strategy and Acquisition Strategy
Definition/Overview Information
DAU Glossary - Acquisition Strategy
DAU and other DoD Guides, Handbooks, Templates, Etc.
Introduction to Defense Acquisition Management (7th Edition September 2005)
DoD Communities of Practice
ACC/PM Community of Practice - Acquisition Strategy
Examples, Leadership Guidance, Etc.
TBD * but several are expected to be loaded to PMCoP
Training Material
Defense Acquisition Tutorial
DAU "Ask-A-Professor" Database
Ask-A-Professor - Acquisition Strategy

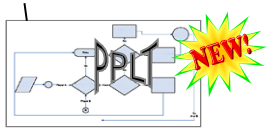
Today…



Building Competition into Acquisition Strategies PPLT



Developing Competitive Elements PPLT



Developing Acquisition Strategy PPLT

PBL Toolkit

Learning

PPLTs close this gap

Doing

Doing

Learn. Perform. Succeed

Knowledge Sharing Lessons Learned

- KM must be integrated into the business of the business
- Leadership at all levels of the enterprise is critical – Need to “Walk the Talk”
- Dedicated human resources - critical for systems development and life cycle asset management
- Powerful IT infrastructure needed for availability, reliability, performance and growth
- Build on and leverage the natural organizations, communities and content you have
- Provide a self-help community of practice system, with “kick start” support team. This is the main knowledge “engine”.
- Focus on helping your workforce do their jobs more efficiently and effectively. Focus on “what’s in it for them”. Incentivize thru awards and rewards.
- Knowledge Sharing is a marathon, not a sprint